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Technical Preparatory Committee Meeting
of the Second Conference of Ministers
Responsible for Human Resources
Planning, Development and Utilization

Cairo (Egypt), 14-19 January 1984

LC/NAIROB

# PROGRESS REPORT ON THE IMPLEMENTATION OF THE DECISIONS AND RECOMMENDATIONS OF THE FIRST CONFERENCE

## I. Background and Scope of the Report

1.1 By Resolution 389(XV) the ECA Conference of Ministers called upon the Executive Secretary to initiate consultations with the Organization of African Unity (OAU), the International Labour Organization (ILO), the United Nations Educational Scientific and Cultural Organization (UNESCO) and other appropriate agencies within the United Nations systems with a view to "evolving an appropriate institutional machinery of the Commission for the co-ordination of human resources development policies and programmes at the regional level."

1.2 By General Assembly Resolution 32/197, ECA was called upon to play her "role under authority of the General Assembly and Economic and Social Council as the main general economic and social development centre (in Africa) within the United Nations system for "the development of the African region, and to "exercise team leadership and responsibility for co-ordination and co-operation" at the regional level for the development of Africa. The same General Assembly resolution provided for the convening of "periodic meetings" for the purpose of deriving "guidance as may be provided by the Governments in the region" and thus enable ECA to "provide input for global policy making process of competent United Nations Organizations" and participate fully in the implementation of the relevant policy and programme decisions taken by other United Nations Organizations.

1.3 The Conference of Ministers Responsible for Human Resources Planning, Development and Utilization is therefore held in compliance with ECA Conference of Ministers Resolution 389(XV) and General Assembly Resolution 32/197. More importantly, they are held in compliance with the Monrovia Declaration of 1979 of the Heads of State and Government of the OAU committing themselves individually and collectively to "establish national, subregional and regional institutions which will facilitate the attainment of self-reliance and self-fulfilment", and in this respect, in the field of human resources.

1.4 The objectives of the first Conference were:

(a) To facilitate the implementation of the Commission resolution 389(XV) by:

(i) creating a technical preparatory committee of experts and practitioners in the field of human resources planning and development;

(ii) establishment of a permanent council of ministers responsible for human resources planning, development and utilization;

(iii) drawing up and reviewing terms of reference for these bodies.

(b) To optimise ECA human resources planning and development delivery capacity by reviewing its work programme and recommending priority activity areas in:

(i) human resources planning, development and utilization; and

(ii) public administration and finance.

## 2. The Monrovia Conference Conclusions and Recommendations

2.1 The first Conference endorsed seven project proposals as a basis for facilitating the development of effective human resources management systems stressing in particular the following:

(a) Establishment or strengthening of national machineries for integrated human resources planning, development and utilization.

(b) Formulation of clear and comprehensive policies for human resources planning, development and utilization.

(c) Re-orientation of educational systems to reflect the manpower needs of national economies.

(d) Development or improvement of employment and productivity planning capability.

(e) Improvement in the management of the personnel function.

(f) Improvement in financial management.

(g) Initiating programmes for the return of highly qualified African personnel resident and working outside Africa.

(h) Strengthening management of the procurement and supplies function.

2.2 It was envisaged that these project objectives would serve as a basis for consultations at national level with a view to:

(a) adapting them to national needs;

(b) developing a plan of action for their execution and the mobilisation of bilateral/multilateral technical co-operation resources for their implementation;

(c) adopting the projects as a framework for inter-agency co-operation and co-ordination of efforts in the development of an integrated approach to human resources planning, development and productive use.

2.3 In the implementation of the projects, it was expected that governments would:

(a) Undertake a comprehensive review to determine the adequacy or otherwise of the existing machineries for manpower planning, education and training, guidance and counselling, employment ang productivity planning, and management services with a view to:

(i) formulating comprehensive policy guidelines in all the above areas of human resources;

(ii) re-orientation of training programmes to make them more relevant to user organizations. In this respect IPAs and EMAs would receive special attention;

(iii) finding new methods of funding training and staff development activities including establishment of training levies to be paid by employing organizations.

(b) Undertake periodic manpower surveys as a basis for projecting and forecasting human resources requirements, and designing strategies and programmes to meet them.

(c) Review national development policies with a view to placing increased emphasis on income generating activities and the fuller and productive use of national human resources.

(d) Give greater emphasis to research in all aspects of human resources linking the findings of such research to the world of work.

(e) Emphasize administrative reforms as a continuous exercise and establish internal consultancy mechanisms for this purpose.

2.4 It is envisaged that in their own performance review reports, member States and other international organizations will give emphasis to action taken in the above mentioned expectations. The following is an account of ECA's contribution to the realization of the preceding expectations.

## 3. Sectoral Activities Undertaken to Implement the Conference Conclusions and Recommendations

3.1 Sectoral activities undertaken to implement the conclusions and recommendations of the Conference for the period October 1981 to February 1983 were reported to the Ministerial Follow-up Committee of Nine at its meeting in Addis Ababa in February 1983. The report pertaining to this period is contained in the Ministerial Follow-up Committee Report document E/ECA/CM.9/4 submitted to this Conference. The reporting now being given concerns the period March to December 1983 without repeating what was reported to the Ministerial Follow-up Committee Meeting of February 1983.

### 3.2 Manpower Planning

(a) The following technical and advisory services were rendered:

Missions were undertaken to Kenya, Zambia, Uganda, Lesotho, Botswana and Zimbabwe to review the status and effectiveness of manpower planning machineries. As a result of the review technical assistance was provided in the development of strategies for the integration of manpower planning with other sectoral planning activities and within the overall socio-economic development planning.

(b) As a follow-up to the review of the status and effectiveness of manpower planning machineries two workshops were held in Uganda and Zambia on manpower planning. The workshops reviewed the status of manpower planning, development and utilization in the respective countries and developed draft statements on manpower planning policies and the related administrative structures and staffing arrangements. The draft statements were submitted to the respective governments for consideration.

3.3 Education for Development

(a) The following technical and advisory services were rendered:

(i) Consultation missions were undertaken to Ethiopia, Malawi and Swaziland on the status and effectiveness of educational systems in those countries with reference to ascertaining each country's training needs in four areas, namely, educational planning, educational administration, curriculum development and evaluation, and teacher education. As a result of these consultations, training workshops are planned for 1984 for those engaged in these fields to upgrade their knowledge and skills.

(ii) Technical services were provided to Ethiopia in the form of a series of six lectures to the University of Addis Ababa on "Education and Development: Problems, Issues and Prospects." The lectures also focussed attention on the role of education in development particularly in developing countries. Follow-up lectures are planned for 1984.

(iii) Education training programme was distributed to member States for their necessary action. The programme is a planned strategy for the implementation of the project on "The Orientation of Education to the Socio-Economic Development of the African Region" which emphasizes self-reliance in educational planning, educational administration, curriculum development and evaluation, and teacher education. A number of countries have confirmed willingness to take advantage of the education training programme.

(b) Studies in education were undertaken focussing on "Maximizing resources utilization in African institutions of higher learning". In 1983 six such studies were conducted in respect of the Universities of Addis Ababa (Ethiopia), Zambia, Botswana, Malawi, Liberia and Swaziland respectively. The studies were intended to determine the extent to which the facilities are used and how they could cater for increased intake. The studies also assessed the effectiveness of higher institutions research, teaching and consultancy activities in solving the country's problems and suggested strategies for making the institution's research, teaching, learning and consultancy activities more problem oriented. As a result of these studies a seminar is planned for the later part of 1984 to discuss the findings of the country reports.

(c) Technical Publications Produced:

(i) A monograph on education was produced under the title "Trends and Issues in African Education". Some of the issues examined in the Monograph are education and politics in Africa, changing school curriculum to meet national needs in education and training etc. Further publication of the monograph will appear in 1984.

(ii) The manuscript on "Higher Education and African Development" had been finalized and ready for publication as a book. The book contains proceedings and papers presented at the Vice-Chancellors Conference held in Addis Ababa in 1982.

3.4 Training and Career Planning

(a) Career Guidance and Counselling and Career Development

Under Career Guidance and Counselling and Career Development the following Conference and workshops were held:

(i) National Training Workshops

- National training workshops on Career Guidance and Occupational Testing were conducted by ECA in collaboration with Ministries of Education, Labour and Employment and Social Services of the following countries: United Republic of Tanzania, Swaziland Zimbabwe, Liberia, Malawi and Botswana. The ministries concerned sponsored participants. The workshops focused on: guidance and counselling techniques; appraisal of individuals for guidance and counselling including occupational and psychological testing; problems of human development; mental health, occupational information gathering, storage and dissemination of information and case studies. Practical activities of the workshops included developing case studies by participants, developing and writing up schemes of work for teaching the guidance and counselling syllabis as well as developing guidance and counselling programmes for schools, employment services, social and community services. The workshops also focussed on policy and machinery for administering national training programmes as well as programmes for the provision of guidance and counselling services in schools, employment, social and community services. Seventy certificates of attendance were issued to participants.

- Besides the training workshops for staff development, four graduate students from Malawi, Ethiopia, Tanzania and Liberia were admitted at the University of Ife in Nigeria last October 1982 for a one year guidance and counselling training programme. The four students completed their studies in July 1983. 18 new applications were received from Egypt, Sierra Leone, Tanzania, Ethiopia, Uganda and Liberia for the same programme to join the University of Ife in October for the 1983-1984 academic year.

- While training workshops have been the major activities and contribution by both ECA and governments, consultations with member States on the establishment of national machineries for the development of training and employee career planning capacity and capability have continued.

(ii) Regional Conference on Localization of Institutions for Examinations, Qualifications, Certification and Accreditation for Professional Practice

As a follow-up to the English-speaking African Countries Conference, a similar conference for the French-speaking African Countries was held in Lome, Togo at the université du Bénin from 21-26 March 1983.

The Conference considered various strategies for the implementation of the Lagos Plan of Action and national, sub-regional and regional levels in this area.

The Lome Conference which was organized jointly by the United Nations Economic Commission for Africa and the Club d'Afrique and with the assistance of the University of Benin, the Agence de cooperation culturelle et technique (ACCT) and the Association des Universites partiellement ou entierement de langue francaise (AUPELF) was attended by 45 participants from 8 countries and 8 organizations. Countries included: Benin, Cameroon, Cote d'Ivoire, Congo, Gabon, Haute Volta, Mauritania, Togo and Zaire; while organizations included Centre africain et mauricien de perfectionnement des cadres (CAMPC); Agence de cooperation culturelle et technique (ACCT); Centre africaine pour le developpement de la formation professionnelle (CIADFOR) - Club d'Afrique (CA) Organization commune africaine et mauricienne (OCAM); Organization mondiale de la sante (WHO); Union douaniere des Etats de l'Afrique centrale (UDEAC) and the Economic Commission for Africa.

More specifically the Conference:

- reviewed the status of training, examinations, accreditation and certification for professional practice in the participating countries;
- considered appropriate measures to be recommended to governments, educational institutions and professional bodies in order to speed up progress towards self-reliance in the development and administration of examinations for professional practice;
- explored possible areas in which co-operation could be fostered in respect of examinations, certification and accreditation.

3.5 Labour and Employment

(a) The following advisory services were rendered:

- In the course of the period under review, efforts were intensified to strengthen the data base on African labour and employment. It was as a result of these efforts that it was possible to make projections and forecasts of the labour force, employment and unemployment situations in Africa up to the year 2000. Those projections paint a rather depressing picture of the future human resources situation if present trends persist: Open unemployment of 44.7 million persons within the continent by 2000 and underemployment affecting 238.8 million workers in a total labour force of 510.2 million persons. These revelations underscore the need for African Governments to redouble their efforts to institute effective labour and employment planning mechanisms, monitor trends affecting African labour force and devise viable measures to mitigate adverse labour and employment conditions.

(b) The following studies were undertaken:

- By the end of 1982, studies had been conducted to review labour, employment and productivity enhancement strategies in eight African countries. The series of studies were to cover five more countries in West Africa by the end of 1983, but due to resource constraints, they had to be rescheduled to 1984.

- A study was conducted on a conceptual framework for identifying labour and employment as socio-economic indicators for planning. The study was discussed at the ECA meeting on Socio-economic Indicators for Planning which took place at Addis Ababa in October 1983.

(c) The following workshops were conducted:

- Workshops were conducted in Zambia and Uganda, in which the feasibility of setting up or improving national human resources utilization structures were examined. Proposals for Government action were derived from the workshops and presented to the relevant authorities for action.

3.6 The Development of Manpower Capabilities in Public Financial Management

(a) The following advisory and technical services were rendered:

(i) In the area of Public Financial Management, ECA concentrated on assisting member States in the training of their public finance officials and the development and improvement of institutions which cater to the training needs of these officials. This reorientation of the public finance programme stemmed from the recommendation made by the First Meeting of the Conference of Ministers Responsible for Human Resources Planning, Development and Utilization which called upon ECA to emphasize systematic training of officials engaged in public financial management.

(ii) In most African countries where development plans had been drawn up, limited attempts were made to define specific skills required for the various sectors of the economy.

3.7 Education and Training Institution Building

(a) Under Education and Training Institution Building, the following activities were undertaken during the period March-December 1983:

(i) The African Institute for Higher Technical Training and Research, Nairobi

- The Institute has had problems which have hindered effective operations. A new Director General takes over the management of the Institute early 1984. Programmes have been oriented towards meeting African industrial production needs and the emerging possibilities in this field. The Institute had also developed close working relationship with sister institutions such as ABCEDI so that the design function of its work was more consciously catered for in the production and training functions of the Institute.

- Membership of the Institute reached 15 African countries and a total of four countries had paid their contributions as compared to two countries in 1982.

(ii) Mweka College and Garoua School for Wildlife Training

- Following the recommendation of the Ministerial Follow-up Committee of Nine to undertake missions as soon as possible to the United Republics of Cameroon and Tanzania for consultations with the two Governments on the possibility of transforming Mweka College in Tanzania and Garoua School in Cameroon for wildlife training and research, consultations were held with the two Governments and the matter is receiving further attention. In the course of consultations it has become apparent that a fullfledged intergovernmental type of organization is out of the question in both cases. A completely new formula for participation has been proposed to both Governments for their reaction.

- In the meantime a report on wildlife training in Africa prepared by the Joint Inspection Unit (JIU) of the United Nations was distributed to all member States for their comments while consultations are proceeding among international agencies interested in wildlife in Africa on the implementation of the JIU Report's recommendations.

(iii) The Subregional Graduate Schools of Management for Africa

The Programme activities undertaken were as follows:

The Sub-regional Graduate School of Management for West Africa attached to the School of Administration, University of Ghana, and the Graduate School of Management for Eastern and Southern Africa attached to the Faculty of Commerce, University of Nairobi continued to implement the project inspite of financial constraints. The proposed Schools have carried out the forthcoming activities:

1) Fellowships Component: The School of Administration, University of Ghana and the Faculty of Commerce at the University of Nairobi had successfully trained twelve students under ECA sponsorship. The twelve students, seven from the University of Nairobi and five from the University of Ghana, had completed their 2 years MBA programme and are now working in various sectors including teaching at the universities. The fellows came from Ethiopia, Ivory Coast, Kenya, Liberia, Tanzania and Uganda.

2) Instructional Material Development Component: This focused on the development of case studies for management education. Eight teaching staff drawn from Makerere University in Uganda, University of Nairobi, Kenya, University of Ghana, Legon, Ghana Institute of Management and Public Administration (GIMPA), Institute of Development Management Caborone, Botswana, and Institute of Development Management at Mzumbe Tanzania attended a two phase training workshop in case study writing and development at the Eastern and Southern African Management Institute (ESAMI) in Arusha Tanzania. The eight participants completed their training workshop in April 1983 and the case studies written during

the workshop were being developed and reproduced by EgAMI for distribution to Institutes of Development Management and Public Administration as well as to Faculties of Commerce and Management at the Universities.

3) Staff Development Component: Two staff members from the University of Nairobi, Faculty of Commerce and one staff member from the School of Administration, University of Ghana, Legon had been identified for acquiring techniques in the development, selection and use of case studies, methods and materials in teaching within the Graduate Schools. The three are among the eight staff who attended the training workshops.

4) Curriculum Development: This was designed to ensure that on-going programme curricula at the University of Nairobi and Ghana, Legon as well as the proposed Institute of Management for North Africa was continuously reviewed and developed to respond to the needs of the participating member countries. The School of Administration at the University of Ghana, Legon had developed in consultation with ECA a curriculum which was being reproduced for use by the School of Administration for the West Africa subregion.

As regards the North African Graduate Institute of Management only Morocco, Sudan and Tunisia have signed the constitution. One more signature is needed to form a quorum and to enable the work of the proposed institute to proceed. Efforts urging Egypt, Algeria, Libya and Mauritania to sign the constitution were being made through the Tangier MULPOC, and the respective Embassies in Addis Ababa.

As regards the proposed Graduate School of Management for Central Africa, initial activities for the establishment of the School have not gone beyond the Expert Group Meeting held in Douala, Cameroon, February 1982. Though the meeting agreed to establish a new Graduate School, no adequate responses had been received from the Central African States. Efforts urging the respective member States to convene an inter-governmental meeting were being made through the Yaounde MULPOC and direct contacts with the government and institutions concerned.

(iv) Funding

1) The promotional activities in the establishment of the Subregional Graduate Schools of Management which initiated by ECA was made possible through the United Nations Trust Fund for African Development by the Nigeria contribution.

2) To implement the programme activities financial support is required to enable the Subregional Graduate Schools:

- Admit more students for training in specialized fields of management;
- Secure the services of curriculum development experts in management education;
- Recruit experts in case study materials development;
- Develop staff through staff exchange programmes and training; and

- carry out consultative advisory services between member countries and host universities and governments of the sub-regional graduate schools.

3.8 As regards Training and Fellowships Administration, between 1965 and 1983 over 1600 persons have received awards for training. Most of the offers were for training outside Africa.

The programme was re-oriented to foster co-operation and collective self-reliance in the consolidation and mobilization of resources for placement of fellows for study in critical areas of need. In its continued development efforts focussed on mobilization from Africa of both fellowships-in-kind and funds for training within Africa. The following is an account of the various sources of funds and the respective use to which the funds were put under the Programme from January 1981 to June 1983.

Sources of funds:

A. Government of the Netherland's ECA/Netherlands Training Development Fellowship Programme for study in the region.

B. ECA Partial Fellowships Programme under the United Nations Trust Fund for African Development (UNTFAD).

1. General Fund
2. Somalia Grant
3. Nigeria Grant

C. Namibian Nationhood Programme: Fellowships in the Transport Sector

D. Government of Lesotho Grant

E. Government of Turkey Grant

Utilization: January 1981 - June 1983.

1981

Under the Government of the ECA/Netherlands Training Development Fellowships Programme for Study in the Region, a total grant of $203,000 was fully utilized on Individual Fellowships for Training in African Institutions as follows:-

(a) Fellowships in Vocational and Technical Education and in Guidance and Counselling

| Recipients | Host Institution | Field |
|---|---|---|
| Ethiopia | University of Ife, Nigeria | Guidance and Counselling |
| Liberia | University of Ife, Nigeria | Guidance and Counselling |
| Malawi, | University of Ife, Nigeria | Guidance and Counselling |
| Tanzania | University of Ife, Nigeria | Guidance and Counselling |

(b) Fellowships in Engineering

| Recipients | Host Institution | Field |
|---|---|---|
| Tanzania | Kumasi University of Science and Technology, Ghana | Engineering |
| Niger | Institut Universitaire de Technology, Sénégal | Solar Energy Technology |

(c) Group Training Fellowships in African Institutions

(i) for participants in Regional Courses for Management and Accountancy Teachers (Institutionalized since 1982)

| Recipients | Host Institution | Field |
|---|---|---|
| 17 participants from Southern and Eastern Africa | Institute of Development Management, Botswana | Management and Accountancy Education |

(ii) for Training/Staff Development Officers in the Public Services, Parastatals and Private Sector (Institutionalized since 1982)

| Recipients | Host Institution | Field |
|---|---|---|
| 14 participants from African Countries | Institute of Adult Studies University of Nairobi, Kenya | Training Management |

(d) Fellowships for Participants in Occupational Testing and Career Guidance National Workshops

| Recipients | Host Institution | Field |
|---|---|---|
| 115 participants | College of National Education, University of Dar-es-Salaam, Tanzania | Guidance and Testing |
| | Institute of Management Public Administration, Swaziland | Guidance and Testing |
| | Faculty of Education and Teachers College, University of Zimbabwe, Zimbabwe | Guidance and Testing |
| | Total Grant (fully utilized) | $101,000 |

1982

(e) Individual Fellowships for Training in African Institutions for

(i) Fellowships in Vocational and Technical Education and in Guidance and Counselling

| Recipients | Host Institution | Field |
|---|---|---|
| Ethiopia | University of Ife Nigeria | Guidance and Counselling |
| Liberia | University of Ife | Guidance and Counselling |
| Malawi | University of Ife | Guidance and Counselling |
| Tanzania | University of Ife | Guidance and Counselling |
| Mauritania (2) | Ecole Normale Supérieure de l'Enseignement Technique | Construction électrique and Fabrication Mécanique |

(ii) Fellowships in Engineering

| Recipients | | |
|---|---|---|
| Tanzania | Kumasi University of Science and Technology, Ghana | Engineering |
| Niger | Institut Universitaire de Technologie, Sénégal | Solar Energy |

(iii) Group Training Fellowships in African Institutions for

(a) Management and Accountancy Teachers Course

| Recipients | Host Institution | Field |
|---|---|---|
| 15 participants from Algeria, Cameroon Central African Republic, Gabon, Zaire | Institut National Supérieur des Sciences Economiques, Juridiques, Administratives et de Gestion, Congo | Management |

1983

| | |
|---|---|
| Total Grant requested: | $203,000 |
| Amount received | Pending |

ECA Programme of Partial Fellowships - United Nations Trust Fund for African Development (UNTFAD)

1. General Fund

1981

Total Grant: $70,000

Amount utilized: $70,000

| Recipients | Host Institution | Field |
|---|---|---|
| Congo | Institut Pan-African pour le Développement, Cameroon | Human Resources Management |
| Congo | Institut Pan-African pour le Développement Cameroon | Human Resources Management |
| Sudan | University of Nigeria, Nigeria | Animal Health |
| Tanzania | Kenya Technical College, Kenya | Teaching Methodology |
| Cameroon | University of Ghana | Luinguistics |
| Gambia | Kaduna Polytechnic | Vocational Education |
| Gambia | Kaduna Polytechnic | Vocational Education |
| Gambia | Kaduna Polytechnic | Vocational Education |
| Gambia | Kaduna Polytechnic | Vocational Education |
| Nigeria | Education programmes in Cameroon, Benin, Ivory Coast, Togo | Educational Evaluation |
| Kenya | Science Teaching Programmes in Nigeria, Sierra Leone, Upper Volta | Science Education |
| Kenya | Environmental Studies Programmes in Benin, Ivory Coast, Togo | Environmental Studies |
| Niger | Institut Fondamental d'Afrique | Economic and Social History |

1982

Total Grant: $80,000

Amount Utilized: $80,000

| | | |
|---|---|---|
| Congo | Institut Pan-Africain pour le Développement, Cameroon | Human Resources Management Techniques |
| Congo | Institut Pan-Africain pour le Développement, Cameroon | Human Resources Management Techniques |
| Senegal | African Institute for Higher Technical Training and Research, Kenya | Urban Environmental Monitoring and Measurement Techniques |

| Recipients | Host Institution | Field |
|---|---|---|
| Ivory Coast | African Institute for Higher Technical Training and Research, Kenya | Urban Environmental Monitoring and Measurement Techniques |
| Uganda | African Institute for Higher Technical Training and Research, Kenya | Urban Environmental Monitoring and Measurement Techniques |
| Sierra Leone | African Institute for Higher Technical Training and Research, Kenya | Urban Environmental Monitoring and Measurement Techniques |
| Rwanda | African Institute for Higher Technical Training and Research, Kenya | Urban Environmental Monitoring and Measurement Techniques |
| Benin | African Institute for Higher Technical Training and Research, Kenya | Urban Environmental Monitoring and Measurement Techniques |
| Togo | African Institute for Economic Development and Planning, Sénégal | Economic Planning |
| Ethiopia | Eastern and Southern African Management Institute, Tanzania | Internal Audit Financial Management |
| Tanzania | University of Benin, Nigeria | Management |
| Uganda | University of Dar-es-Salaam, Tanzania | Business Administration |
| Uganda | University of Dar-es-Salaam, Tanzania | Commerce |
| Ghana | Libya (Practical Training under Programme of the International Association for the Exchange of Students for Technical Experience IAESTE) | Electrical Engineering |
| Ghana | Libya (Practical Training under Programme of the International Association for the Exchange of Students for Technical Experience IAESTE) | Electrical Engineering |
| Ghana | Libya (Practical Training under Programme of the International Association for the Exchange of Students for Technical Experience IAESTE) | Mechanical Engineering |
| Comoros | Ecole Nationale d'Administration et Magistrature, Senegal | Public Administration |
| 25 Workshop Participants | University of Botswana, Botswana | Occupational Testing and Career Guidance |
| Uganda | Kenya Polytechnic, Kenya | Purchasing and Supplies |

| Recipients | Host Institution | Field |
|---|---|---|
| Comoros | Ecole Nationale d'Administration, Togo | Development Administration |
| Ethiopia | University of Nairobi, Kenya | Business Administration |
| Tanzania | University of Nairobi, Kenya | Business Administration |
| ECA | Field Mission (Pending) | ETFPA/Programme Promotion |

1983 No Funding to date

2. Somalia Grant

1981 Not applicable

1982 Not applicable

1983 Total Grant: $30,000
Amount utilized: $30,000

| Recipients | Host Institution | Field |
|---|---|---|
| Liberia | Food Research Centre Sudan | Grain Technology |
| Guinea | Centre de Formation Administrative et de Perfectionnement, Benin | Personnel Administration |
| Guinea | Centre de Formation Administrative et de Perfectionnement, Benin | Personnel Administration |
| Cameroon | Arab Maritime Training Academy, Egypt | Maritime Studies |
| Sudan | Arab Maritime Training Academy, Egypt | Maritime Studies |

Nigeria Grant

1981/1982 Total Grant: $10,515
Amount Utilized: $10,515

| | | |
|---|---|---|
| Ethiopia | University of Nairobi | Master of Business Administration |
| Liberia | University of Ghana | Master of Business Administration |
| Tanzania | University of Nairobi | Master of Business Administration |

1982/1983 Total Grant: $27,985
Amount Utilized: $27,985

| Recipients | Host Institution | Field |
|---|---|---|
| Ethiopia | University of Nariobi | MBA |
| Liberia | University of Ghana | MBA |
| Tanzania | University of Nairobi | MBA |

N.B. The MBA is a two year programme

The Namibian Nationhood Programme: Fellowships in the Transport Sector's Total Grant of $40,000 was used as follows:

1981

| Recipients | Host Institution | Field |
|---|---|---|
| 4 Namibian Trainees | Zambia Railways (Training Centre, Zambia) (2) | Railway Signalling (1)<br>Railway Operation (1) |
| | Tanzania Zambia Railway Authority (2) | Railway Signalling (1) |

1982 Total Grant: $123,000
Amount Utilized: $123,000

| Recipients | Host Institution | Field |
|---|---|---|
| 12 Namibian trainees | Tanzania Zambia Railway Authority (4) | Railway Signalling (2)<br>Mechanical Engineering (2) |
| | Sudan Railways (8) | Railway Operation |

1983 Total Grant: $176,000
Amount Utilized $110,712

| Recipients | Host Institution | Field |
|---|---|---|
| 18 Namibian trainees | Zambia Railways (16) | Railway Operation |
| | Pending (2) | Railway Operation |

The Government of Lesotho Grant of $2,000 was used as follows:

| Recipients | Host Institution | Field |
|---|---|---|
| Liberia | United Nations Economic Commission for Africa | Internship in Management of Information Services |

The 1981 Government of Turkey Grant of $2,500 has not been utilized and was carried over to 1983 and is to be used to supplement partial fellowships which have been offered by African Governments.

In addition to the preceding sources and disbursement of funds:

(a) Fellows were placed in donor institutions including Austria, Belgium, Bulgaria, France, Libya, Poland, USSR, and Turkey. 195 fellowships requests have been submitted for consideration.

(b) Administrative support and supervision was provided for attachment training of 48 third year graduates of the United Nations Institute for Namibia (UNIN)

(c) Four issues of the Training Information Notice were publicised and a draft Directory of Training Facilities in Africa prepared. More information to update the Directory has been requested.

3.9 As for Employment Generation and Productivity Planning, efforts were intensified to strengthen the data base requirements for employment and productivity planning in Africa; projections and forecasts were made of the labour force employment and unemployment situation in Africa up to the year 2008. These projections indicate that there will be open unemployment of 44.7 million within the continent by 2008 and unemployment affecting 238.8 million workers in a total labour force of 510.3 million persons; and that with an acceptably high dependency ratio the need for African Governments to redouble their efforts to reduce the high dependency ratio and make everyone more productive by instituting effective labour and employment planning mechanisms, monitor trends affecting African labour force, come up with viable proposals to mitigate adverse labour and employment conditions and under utilization of both of the region's human resource in general are imperative.

Several studies were undertaken to review labour, employment and productivity enhancement strategies in eight African countries and on a conceptual framework for identifying labour and employment as socio-economic indicators for planning. The later study was discussed at the ECA meeting on Socio-economic Indicators for Planning which took place at Addis Ababa in October 1983.

3.10 Public Finance Management and Taxation: Sub-programme concentrated on:-

(a) Training for upgrading and updating of expertise of public financial and taxation systems management personnel;

(b) Advisory services in the review of revenue and financial management practices, procedures, policy measures and new arrangements for the reform of institutions and systems;

(c) Studies in the feasibility for the introduction and operation of efficiency audit systems as well as harmonizing national tax policies within the context of subregional cooperation and coordination of efforts, and

(d) Servicing of technical conferences.

Two training activities were undertaken. One for aid within the northern African subregion involving Egypt, Sudan, Libya, Algeria, Morocco and Tunisia and in Swaziland. The Northern African Subregional workshop focussed on experiences and constraints in the introduction and operation of planning programming and budgeting system (PPES); and the Swaziland workshop focussed on financial management and budgeting for senior budget officials.

A technical conference of the Association of African Tax Administrators (AATA) was serviced in Kampala. The Conference focussed on organizational and management aspects and staffing requirements of tax departments. In addition, contribution was made to the subregional seminar of the West African Subregional Committee of AATA. The seminar focussed on Taxation, and National Development, training, tax compliance and compangns, and techniques for tax assessment.

Advisory missions were undertaken to Swaziland, first to make preparatory arrangements for a national workshop for Budget officials, and secondly to supplement the national institute in the conduct of the workshop.

Two studies were conducted one within selected countries of the West African subregion, on the harmonization of national taxation policies, and the other on the feasibility of introducing and operating efficiency audit systems in the use of public resources.

The West African subregional study reviewed and evaluated existing national taxation policies of member States with a view to identifying taxation policies, systems and structures that impede the economic integration of the area. It made suggestions and recommendations for the elimination of such policies and their replacement with policies that are conducive to the free flow of investment resources within, and from without, the region.

The efficiency audit system study examined the vailability of requisite personnel for the operation of audits not only to ensure that all approved provisions are properly expended and accounted for but also to ensure that financial resources, equipment, personnel, management techniques and organizational structures are utilized or established with the maximization of economy and efficiency in mind.

3.11 Public Administration and Management: Subprogramme concentrated on

(a) Training workshops for skill development in related management functions in procurement and supplies management and general middle level management;

(b) Consultative advisory services in the review of middle level management development training institutions and programmes as well as the organizational structures and procedures of central government management systems;

(c) Institution building and the related mobilization and administration of UNDP financial support to the related institutions;

(d) Consultations on the application of Pan-African Documentation Information Systems (PADIS) to Public Administration and Management; and

(e) Substantive servicing of conferences.

1. The first training activity was conducted in Ivory Coast for senior Government Officials from the West African Francophone Subregion. The workshop considered questions of attitudes of public servants, decentralization of decision making process and specifically focussed attention on developing abilities for identifying difficult problems and determining related solutions, analysing policy issues and presenting them to politicians together with related options, focussing on their related options strengths and weaknesses. The other workshop activities which were national in nature were in the area of procurements and supplies management. Two subregional workshops were conducted in Lome and Douala for the Francophone countries, the latter one undertaken in collaboration with International Trade Centre (ITC).

   The third training activity in Swaziland was conducted at the Swaziland Institute of Public Administration and Management (SIMPA). In addition to focussing on general management s ills the middle level personnel of the Swaziland Public Service, the workshop also reviewed management development needs; and the role and requirements of SIMPA in meeting the management development needs of Swaziland. The activity produced are action plan for strengthening SIMPA's capability in better meeting those needs.

2. Consultative advisory missions were undertaken to Swaziland and the Gambia. The Swaziland mission reviewed management development needs of the public service with particular reference to the role and requirements of SIMPA in strengthening management training activities in Government. The Gambian advisory mission reviewed structural adjustments and the reorganization of the related unit functions. Other consultative missions in the field of procurement and supplies management were undertaken to Guinea Bissau, Swaziland, Central African Republic, and Lesotho.

3. Institution building efforts focussed on the mobilization and administration of UNDP funding arrangements for the Eastern and Southern African Management Institute (ESAMI) for technical assistance staff support and the training of the ESAMI staff. In addition, a project synopsis on the creation of an African institute for future studies was finalized and discussed by an expert group meeting.

4. Consultations were initiated with Development Administration Division in UN Headquarters, and PADIS for the establishment of an information Network for Public Administration Management and Finance and linkage with and use of National Information and Documentation Centres.

5. One regional conference on the role of the Public Sector in National and Regional Development, and a meeting of experts on the establishment of an African Institute for Future Studies were serviced. In addition to attendance and servicing of the First Meeting of Human Resources Ministers.